

Barriers to managers displaying positive behaviours and suggestions for how they could be overcome

Owner: Health, Wellbeing and Safety (HR)
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Barriers to displaying positive behaviours	How this barrier might be overcome
INDIVIDUAL-LEVEL WORK BARRIERS	
Workload	<ul style="list-style-type: none"> • Plan. • Prioritise. • Challenge upwards and negotiate. • Delegate/find extra resource where possible. • Communicate honestly to the team what you are doing/trying to do. • Diarise time for reflection/contingency time. • Use 'surgery hours' rather than open-door policy for team. • Protect time to communicate with team. • Take 15–30 minutes each day to get free time/fresh air and think/reboot.
Short-term deadlines and demands	<ul style="list-style-type: none"> • Challenge upwards: request priorities and explain consequences for team. • Anticipate and plan for regular deadlines. • Communicate the strategy behind the deadline to the team. • Thank the team for their efforts.
Conflicting pressures and multiple priorities	<ul style="list-style-type: none"> • Filter the work and prioritise. • Focus on the 'quick wins'. • Deal with work straight away. • Create an action plan. • Set out milestones – plan the year ahead. • Keep communicating with the team. • Clarify expectations. • Challenge upwards. • Say 'no' when necessary.
Lack of resource	<ul style="list-style-type: none"> • Make a strong case to senior management. • Encourage teamwork. • Step in when necessary to get 'all hands on deck'. • Communicate honestly with the team. • Get advice from others. • Gather evidence on the problem.
Senior/line managers (pressure, inconsistent management, lack of direction, undermining)	<ul style="list-style-type: none"> • Take a team approach to solving problems. • Talk to peers about solutions. • Ask for directions in writing and clarify what is required before taking action. • Get involved in working groups and action planning sets to seek solutions. • Communicate the situation to the level above the problematic manager. • Know which directives to challenge, and which to accept. • Communicate the situation to the team. • Recognise your emotions and take time to get perspective before reacting.
ORGANISATIONAL/WIDER-LEVEL BARRIERS	
Organisational barriers (such as processes and bureaucracy)	<ul style="list-style-type: none"> • Challenge the processes and make suggestions for improvements. • Create a steering group to focus on issues. • Speak to others. • Find ways round the processes. • Develop creative approaches. • Find a way to work within the system.

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IT issues, particularly excessive use of email	<ul style="list-style-type: none"> • Work from home. • Ignore/delete 'round-robin' emails. • Use 'out of office' or other messages. • Use a Blackberry to deal with emails on your journey to and from work. • Make senior managers aware of the issue. • Challenge those who excessively use email. • Make use of IT training.
Impact of legislation, policy and government targets	<ul style="list-style-type: none"> • Share ownership and responsibility where appropriate. • Consult specialists. • Admit when you don't know. • Make use of training and development. • Recognise the things that 'have to happen'.
Not being able to share some information with the team that you would like to	<ul style="list-style-type: none"> • Build team trust so that they don't need proof. • Avoid favouritism. • Gain clarity about when to be consultative and when to be directive. • Be honest that there are things you can't share. • Increase team understanding of your role. • Refuse to give false information. • Take responsibility for your position. • Use your own support structures.
PERSONAL BARRIERS	
Lack of progress/capability within the team	<ul style="list-style-type: none"> • Deal with poor performance. • Make use of organisational policies. • Communicate honestly with the team member involved. • Increase one-to-ones with all team members. • Communicate objectives clearly.
Problematic behaviours/ attitudes of team members	<ul style="list-style-type: none"> • Face up to and take action on the situation. • Deal with poor performance. • Develop a case/note down all incidents. • Seek to find out the cause of the behaviour/attitude. • Reflect back to the team member on their behaviour and your feelings about it. • Use role-modelling. • Seek external advice and discussion. • Take a step back to enable reflection and preparation. • Clarify both their and your objectives. • Recognise your feelings and your behaviour. • Use humour.
TEAM/RELATIONSHIP BARRIERS	
Personal/home-life issues	<ul style="list-style-type: none"> • Recognise and acknowledge your own behaviour. • Talk to peers/manager/team/trusted colleague/mentor about it. • Use employee assistance programme or occupational supports such as coaching and mentoring. • Take time out/off.
Lack of confidence in own ability	<ul style="list-style-type: none"> • Ask for training and development. • Talk to/ask for help from peers/line manager. • Seek to improve team relationships. • Manage the expectations of your team. • Clarify what your role is to the team. • Set clear boundaries with your team. • Recognise your strengths and limitations. • Aim to be honest in all communications – say when you don't know!

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Feeling stressed/under undue pressure yourself	<ul style="list-style-type: none">• Speak to someone (peer, manager, coach).• Seek support for yourself.• Take a break/holiday/deep breath.• Recognise your emotions and know your stress triggers.• Apologise to your team and, if possible, be honest about how you feel.• Try to manage your own expectations of yourself.• Be realistic about what you can and can't achieve at work.• Focus on one thing at a time.• Take time before reacting; prioritise and plan.• Keep fit and healthy.